



County of Los Angeles CHIEF EXECUTIVE OFFICE

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WILLIAM T FUJIOKA
Chief Executive Officer

March 15, 2012

To: All Department Heads

From: William T Fujioka
Chief Executive Officer

William A. Sullivan, Esq., Chair
Quality and Productivity Commission

Board of Supervisors
GLORIA MOLINA
First District

MARK RIDLEY-THOMAS
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

SHARED PRACTICES REPORT 2012

The Shared Practices report highlights practices used by departments to solve complex problems, create cost benefits, and provide quality services to our residents. During the past year, the Quality and Productivity Commission recognized these innovative practices through the Productivity Investment Fund Program, Department Visits, and Productivity and Quality Awards program. This is an important companion to the County's Efficiency Initiative.

The creative ideas and practices used by one department can serve as a guide for others, thereby promoting shared practices. These practices have been divided into the following categories:

- Using available technology in new ways
- Leveraging private sector business practices
- Collaborating to deliver improved services
- Creating new ways to deliver services
- Telling our story

Sharing these practices will both develop a knowledge base on what others are doing to solve problems and help generate new ideas to improve productivity and enhance the quality of County services.

The report will be posted on the Quality and Productivity web site <http://gpc.co.la.ca.us>.

We will continue to share practices with you and look forward to your comments. You can contact Victoria Pipkin-Lane at (213) 974-1361 or vpipkin@ceo.lacounty.gov for more information.

WTF:ES:MKZ
WAS:VPL:ib

Attachment

c: Each Supervisor
Productivity Managers' Network
Efficiency Initiative Contacts



County of Los Angeles Chief Executive Office
Quality and Productivity Commission



Shared Practices

2012 Report

Using Available Technology

Leveraging Private Sector Practices

Collaboration

New Ways to Deliver Service

Telling our Story

CATEGORIES

Chief Executive Office
Quality and Productivity Commission
Shared Practices 2012

USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Using Technology to Increase Efficiency Agricultural Commissioner/ Weights and Measures</p> <p><i>(Department Visit July 13, 2011)</i></p>	<p>Problem: Identifying new, more efficient methods of tracking vehicles and improving services.</p> <p>Solution: Implementing new technologies such as GPS vehicle tracking, GPS mapping of nurseries and certified farmers markets, and a Business Practices Investigation database.</p> <p>Results: Increased efficiencies in vehicle routing and safety, reduced research and response time, decreased investigation time, and enhanced ability to prioritize regulatory activities.</p>	<p>Alycia Araya Productivity Manager (626) 575-5454 aaraya@acwm.lacounty.gov</p>
<p>APD & PD Wi-Fi at Clara Shortridge-Foltz Court Alternate Public Defender with Public Defender and Information Systems Advisory Body</p> <p><i>(PQA Productivity Enhancement Award)</i></p> <p><i>Video</i></p>	<p>Problem: Eliminating costly downtime for attorneys and staff downtime while sitting in court waiting for cases to be called.</p> <p>Solution: Facilitating access to all proprietary department resources using Wi-Fi, enabling attorneys and staff to use laptops to continue working as they wait.</p> <p>Results: Quick and easy access to information necessary to work. Cost benefits are estimated at \$725,000 annually.</p>	<p>Jordan Yerian, Division Chief Program Manager (213) 893-2042 jyerian@apd.lacounty.gov</p>
<p>Enterprise Content Management System (ECM) Assessor</p> <p><i>(Department Visit May 26, 2011)</i></p>	<p>Problem: Investing in technology infrastructure with a declining budget.</p> <p>Solution: Using Enterprise Content Management technology to automate paper-intensive processes and reduce storage costs for paper filing.</p> <p>Results: Enhanced customer service, including automated processing of Personal Property Statements and online access to documents, and facilitating the reporting of personal property by business owners throughout the county.</p>	<p>Renan Hidalgo Productivity Manager (213) 974-3123 rhidalgo@assessor.lacounty.gov</p>

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USING AVAILABLE TECHNOLOGY IN NEW WAYS

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Continuous Controls Monitoring (CCM) Auditor-Controller</p> <p><i>(Department Visit July 14, 2011)</i></p>	<p>Problem: Establishing controls over electronic computer transactions as the volume continues to grow.</p> <p>Solution: Developing a state-of-the-art electronic monitoring system to ensure the effectiveness of internal controls and improve operations.</p> <p>Results: The CCM system provides a broader oversight of financial transactions and enables the County to more efficiently and effectively safeguard assets in all departments.</p>	<p>Michelle Day Productivity Manager (213) 893-2012 mday@auditor.lacounty.gov</p>
<p>Contract Dashboard Auditor-Controller</p> <p><i>(Productivity and Quality Performance Measurement Award)</i></p> <p><i>Video</i></p>	<p>Problem: Tracking over 7,000 active contracts and keeping the financial system updated.</p> <p>Solution: Launching a Contract Dashboard system using web technology and Business Intelligence tools, providing a graphical presentation of contract administration and detailed reports.</p> <p>Results: Improved accuracy, ability to target weak areas, improved overall contract monitoring.</p>	<p>Michelle Day Productivity Manager (213) 893-2012 mday@auditor.lacounty.gov</p>
<p>Paystub Viewer - The Hub of e-Stub Auditor-Controller</p> <p><i>(Productivity and Quality Silver Eagle Award)</i></p> <p><i>Video</i></p>	<p>Problem: Mitigating the high cost of printing and distributing paper-based paychecks, deposit authorizations, and paystub messages.</p> <p>Solution: Launching an electronic paystub viewer (eStub) which reduces the expense and effort used to print and distribute paychecks, deposit authorizations, and messages.</p> <p>Results: Substantial reduction in time, effort and costs of handling and distributing paper-based paystubs and easy access for employees. Cost benefits are estimated at \$5,000,000 annually.</p>	<p>Michelle Day Productivity Manager (213) 893-2012 mday@auditor.lacounty.gov</p>

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Leveraging Cutting-Edge Technology to Streamline Work Processes Board of Supervisors' Executive Office <i>(Department Visit May 25, 2011)</i>	<p>Problem: Updating costly and antiquated paper-based office systems.</p> <p>Solution: Using Microsoft's Customer Relationship Management software to develop tracking systems and streamlining work processes through automation, including electronic time cards, board letters, calendars.</p> <p>Results: Enhanced customer service and reduced costs.</p>	Robin Guerrero Productivity Manager (213) 893-2543 rguerrero@bos.lacounty.gov
Data Center Optimization Chief Information Office <i>(Department Visit March 23, 2011)</i>	<p>Problem: Fragmented data centers creates a duplication of resources, increased cost, and a challenge for IT disaster recovery.</p> <p>Solution: Server virtualization opportunities to shrink the County's server footprint and energy consumption and position the County for downstream consolidation opportunities.</p> <p>Results: Reduced costs and more efficient disaster recovery.</p>	Greg Melendez Productivity Manager (213) 253-5628 gmelendez@cio.lacounty.gov
Contract Management System and Contractors Gateway Community and Senior Services (CSS) <i>(Productivity and Quality Best Application of Technology Award)</i> Video	<p>Problem: Addressing contract challenges for 500+ contracts and amendments annually including inconsistent language, formatting issues and extracting contract information.</p> <p>Solution: Implementing an automated Contract Management System that eliminates language inconsistencies, and formatting issues, and allows efficient extraction of information.</p> <p>Results: Better customer service and increased productivity, saving approximately \$300,000 annually.</p>	Carol Domingo Program Manager (213) 639-6339 cdomingo@css.lacounty.gov

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PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Enterprise E-Billing Solution County Counsel</p> <p><i>(Department Visit August 24, 2011)</i></p>	<p>Problem: Controlling legal costs for outside law firms and developing benchmarks for evaluation of activities.</p> <p>Solution: Providing an automated web-based workflow solution with the ability to set budgets and review invoices for contracted law firms.</p> <p>Results: More effective case monitoring, improved ability to develop benchmarks for systematic evaluations of activities, and improved the third party billing process.</p>	<p>Brenda Washington Productivity Manager (213) 974-1962 bwashington@counsel.lacounty.gov</p>
<p>Consolidation of Information Technology Systems Health Services</p> <p><i>(Department Visit November 28, 2011)</i></p>	<p>Problem: Developing electronic medical records as encouraged or required by the American Recovery and Reinvestment Act, HITECH Act and the Patient Protection and Affordable Care Act.</p> <p>Solution: Centralizing both the reporting structures of existing personnel and the servers to lay the foundation for electronic medical records.</p> <p>Results: Implementation of electronic records and compliance with regulatory requirements.</p>	<p>Gerardo Pinedo Productivity Manager (213) 240-7948 gpinedo@dhs.lacounty.gov</p>
<p>Transforming Services through Technology Human Resources</p> <p><i>(Department Visit May 2, 2011)</i></p>	<p>Problem: Streamlining and automating human resource processes.</p> <p>Solution: Transforming services through technology in areas such as on-line applications, broad-based testing, job-specific questionnaires, competency models, and an electronic assignment monitoring system.</p> <p>Results: Enhanced customer service and greater efficiency.</p>	<p>Jeramy Gray Program Manager (213) 974-2302 jgray@hr.lacounty.gov</p>

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Hi Tech Media Improving Audience Access with Mobile Phones Museum of Art <i>(Department Visit March 28, 2011)</i>	<p>Problem: Meeting audience needs in this high-tech era. Customers expect ease of use and access to information and ability to purchase tickets digitally.</p> <p>Solution: Developing a mobile application with an Internet portal to support visitor's 3G wireless enabled phones, and ticketing capabilities.</p> <p>Results: The Museum is positioned to provide services to the tech-savvy customer of the future.</p>	Amy Heibel Project Manager (323) 857-6138 aheibel@lacma.org
Electronic Document Management System Public Social Services <i>(Department Visit June 16, 2011)</i>	<p>Problem: Automating document retention, storage and information retrieval.</p> <p>Solution: Developing a document imaging system and record repository which allows staff to convert and store documents in an electronic format that can be searched, sorted, retrieved, modified and shared.</p> <p>Results: Electronic case records improve case transfer time, reduce storage needs, and reduce potential information loss. Rollout is expected to be completed by June 30, 2013.</p>	Carlos Sanchez Program Manager (562) 623-2080 carlossanchez@dpss.lacounty.gov
Data Mining to Detect Fraud Patterns in the IHSS Program Public Social Services <i>(Department Visit June 16, 2011)</i>	<p>Problem: Improving fraud detection in investigations of Child Care and In-Home Supportive Services programs.</p> <p>Solution: Developing Data Mining technology and collaboration with multiple agencies helps identify previously undetected fraud; fraud patterns and trends; prevents fraudulent payments; identifies the most effective techniques; and detects fraud rings.</p> <p>Results: Better and more efficient detection of fraud in the Child Care and In-Home Supportive Services programs.</p>	Amy Farsakyan Program Manager (562) 908-5822 amyfarsakyan@dpss.lacounty.gov

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<p>Going Green with ePitchess Sheriff with Public Defender, County Counsel, Alternate Public Defender, and Civil Service Commission</p> <p><i>(Productivity and Quality Top Ten Award)</i></p> <p><i>Video</i></p>	<p>Problem: Delivering <i>Pitchess Motions</i>, a legal document, from the Public Defender's Office to the Sheriff's Department was costly, time consuming, and inefficient.</p> <p>Solution: Implementing <i>ePitchess</i>, a collaborative effort to send documents electronically through a secure email portal to eliminate the need for hand delivery of paper copies.</p> <p>Results: ePitchess has transformed a burdensome and costly process into a simple, streamlined, efficient process that maximizes the resources of LASD, PD, APD, CSC, and the County. Cost savings are estimated at \$68,300 annually.</p>	<p>Lieutenant Judy Gerhardt Program Manager (323) 890-5000 jagerhar@lasd.org</p>

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LEVERAGING PRIVATE SECTOR BUSINESS PRACTICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Risk Management Measures Agricultural Commissioner/ Weights and Measures</p> <p><i>(Department Visit July 13, 2011)</i></p>	<p>Problem: Finding new ways to control costs and mitigate risk.</p> <p>Solution: Developing risk management measures, including a driver safety training program and a GPS tracking system.</p> <p>Results: Enhanced driver safety resulting in less risk exposure.</p>	<p>Alycia Araya Productivity Manager (626) 575-5454 aaraya@acwm.lacounty.gov</p>
<p>Consolidated Purchase - Web and Video-Conferencing Technology Chief Information Office</p> <p><i>(Department Visit March 23, 2011)</i></p>	<p>Problem: Implementing countywide web and videoconferencing capability in a cost efficient manner.</p> <p>Solution: Collaborating for a Web pilot to evaluate leading videoconferencing products (<i>WebEx</i> and <i>GoToMeeting</i>), and enter volume purchase agreements for both products to leverage buying power.</p> <p>Results: Countywide videoconferencing capability and significant cost savings.</p>	<p>Greg Melendez Productivity Manager (213) 253-5628 gmelendez@cio.lacounty.gov</p>
<p>Every Minute Counts Health Services/Harbor-UCLA Medical Center NICU</p> <p><i>(Productivity and Quality Best Service Improvement Award)</i></p> <p><i>Video</i></p>	<p>Problem: Transporting infants in optimal time from a referring hospital to the Neonatal Intensive Care Unit (NICU).</p> <p>Solution: Assembling a team of key players to identify and correct causes of delays and streamline the transfer process.</p> <p>Results: Dramatically improved infant transport time, infant health outcomes improved and lives were saved.</p>	<p>Jeanne Clarke, RN Program Manager (310) 222-2340 jeclarke@dhs.lacounty.gov</p>

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LEVERAGING PRIVATE SECTOR BUSINESS PRACTICES

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<p>Nursing Overtime and Registry Improvement Department of Health Services/Olive View-CLA Medical Center - Aurea Jamora</p> <p><i>(Productivity and Quality Personal Best Award)</i></p> <p><i>Video</i></p>	<p>Problem: Eliminating dependence on overtime and registry staff to carry out routine responsibilities during heavy workload periods.</p> <p>Solution: Restructuring the process of filling vacancies, training and educating staff, and obtaining support of management and employees. Aurea Jamora, RN, researched, analyzed, streamlined and coordinated the process.</p> <p>Results: Ms. Jamora successfully reduced overtime costs by 68.8% with an estimated savings of \$3,625,072.</p>	<p>Aurea Jamora, RN Program Manager (818) 364-4443 ajamora@dhs.lacounty.gov</p>
<p>Efficiencies through Sustainability Internal Services Department</p> <p><i>(Department Visit March 9, 2011)</i></p>	<p>Problem: Increasing energy savings through sustainable programs in the community and within the County.</p> <p>Solution: Partnering with the State to provide incentives and rebates to residents to upgrade their homes, promoting sustainability, and a Climate Action Plan for greenhouse gas reduction.</p> <p>Results: ISD's County Office of Sustainability is bringing the County into the forefront nationally as a leader in energy management. Estimated benefits include a 10% energy reduction from a 2003 baseline and an anticipated 20% greenhouse gas reduction by 2020.</p>	<p>Linda Estrada Productivity Manager (323) 267-3111 lestrada@isd.lacounty.gov</p>

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<p>Groundwater Recharge Public Works</p> <p><i>(Productivity and Quality Mega-Million Dollar Award)</i></p> <p><i>Video</i></p>	<p>Problem: Meeting increasing demands for water in the naturally arid LA region.</p> <p>Solution: Coordinating with County and other government and public agencies to increase the amount of surface water captured at recharge facilities and filtered into the groundwater table.</p> <p>Results: More than a 40% increase above the average annual recharge. The estimated cost benefit in 2010 was \$241,135,800.</p>	<p>Adam Walden Program Manager (626) 458-6308 awalden@dpw.lacounty.gov</p>
<p>Capital Projects in a Competitive Market Public Works</p> <p><i>(Department Visit April 14, 2011)</i></p>	<p>Problem: Delivering critical capital projects in an increasingly competitive and economically impacted market.</p> <p>Solution: Implementing methodology to increase competitiveness and efficiency, including Informed Averaging, Best Value Selection, Design-Build, integrated project delivery, training, and electronic document distribution.</p> <p>Results: Critical capital projects are delivered in line with targeted timelines and budgets.</p>	<p>James Kearns Assistant Deputy Director (626) 300-3200 jkearns@dpw.lacounty.gov</p>
<p>Contracting for Peak Workloads Public Works</p> <p><i>(Department Visit April 14, 2011)</i></p>	<p>Problem: Delivering core mission services and meeting mandates in the face of diminishing revenues.</p> <p>Solution: Maintaining staffing for core services during normal workload periods and contracting for peak workload periods.</p> <p>Results: Departmental mandates are met within budget, while the integrity of core services are protected.</p>	<p>Bob Spencer Productivity Manager (626) 458-4070 bspencer@dpw.lacounty.gov</p>

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LEVERAGING PRIVATE SECTOR BUSINESS PRACTICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
Business Continuity Planning Treasurer and Tax Collector (Department Visit March 30, 2011)	Problem: Maintaining critical processes during a Countywide emergency. Solution: Developing a comprehensive Business Continuity Plan to maintain critical processes during an emergency and test it with regular "live" drills. Results: TTC's planning sessions and decision-making steps for a Business Continuity Plan could be a model for departments.	Sandra Pina Barbee Productivity Manager (213) 974-2108 spbarbee@ttc.lacounty.gov

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COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES		
PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
Investigator Network Auditor-Controller <i>(Department Visit July 14, 2011)</i>	Problem: Coordinating and streamlining County investigations. Solution: Creating a forum and a network for County investigators to share successes, challenges, best practices, and advice. Results: There is now a network of investigators to promote best practices, departmental collaboration, and ethical and professional guidelines.	Michelle Day Productivity Manager (213) 893-2012 mday@auditor.lacounty.gov
Coroner Collaborates to Release Cold Case Evidence Coroner with Sheriff and LAPD <i>(Productivity and Quality Top Ten Award)</i> <i>Video</i>	Problem: Organizing and updating cold case evidence to meet the dramatically increased demand resulting from DNA testing. Solution: Reorganizing and cataloging evidence on a case and agency basis rather than type of evidence, creating an evidence database, and collaborating with City and County agencies to release evidence to appropriate agencies. Results: Thousands of items of evidence have been released to over 140 law enforcement agencies and some cold cases have been solved.	Joe Muto, Chief Forensic Laboratories (323) 343-0530 jmuto@coroner.lacounty.gov
Videoconferencing Collaboration Internal Services Department <i>(Department Visit March 9, 2011)</i>	Problem: Creating multi-point videoconferencing facilities to better serve the meeting needs of the County. Solution: Partnering with the Departments of Public Health and Mental Health to connect sites and build a central infrastructure for videoconferencing. Results: Videoconferences are more readily available, saving time and money.	Linda Estrada Productivity Manager (323) 267-3111 lestrada@isd.lacounty.gov

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COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Integrating Primary Health Care and Mental Health Care Mental Health</p> <p><i>(Department Visit February 23, 2011)</i></p>	<p>Problem: Identifying ways to offer early intervention for mental health care needs.</p> <p>Solution: Creating the Primary Care and Health Project which offers screening, assessment, education, and referral in the primary care clinic setting, thus removing stigma and increasing the likelihood of early intervention.</p> <p>Results: This collaboration provides an avenue to seek mental health care with less stigma.</p>	<p>Kumar Menon Productivity Manager (213) 738-4258 kmenon@dmh.lacounty.gov</p>
<p>Navigator Program Military and Veterans' Affairs</p> <p><i>(Department Visit June 29, 2011)</i></p>	<p>Problem: Ensuring that Veterans with multiple needs know where to go for services.</p> <p>Solution: Implementing the Navigator Program which teams up departmental counselors, senior Veterans, and a graduate student from USC School of Military Social Work to assist Veterans by making personal contact, identifying needs, and matching the needs to available resources.</p> <p>Results: More Veterans are connected to the County Health Care and/or Mental Health Care systems, and other services as appropriate.</p>	<p>Rose Bueta Productivity Manager (213) 744-4821 rbueta@mva.lacounty.gov</p>

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COLLABORATING WITH OTHERS TO DELIVER IMPROVED SERVICES

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Los Angeles County Rave Taskforce Public Health with Health Services, Sheriff, City of LA Fire, LAPD, and Los Angeles Memorial Coliseum</p> <p><i>(Productivity and Quality Best Teamwork Award)</i></p> <p><i>Video</i></p>	<p>Problem: Addressing problems at electronic music events (Raves) which are often synonymous with drug use which results in Emergency transports and possibly even death.</p> <p>Solution: Forming a Task Force to develop and implement multiple strategies to improve health and safety at these events.</p> <p>Results: Health and safety at the Rave events improved, resulting in fewer arrests and transports to the Emergency Room.</p>	<p>John Viernes Program Manager (626) 299-4595 jviernes@ph.lacounty.gov</p>
<p>Land Entitlement Stakeholder Committee Regional Planning</p> <p><i>(Department Visit May 2, 2011)</i></p>	<p>Problem: Streamlining the Land Entitlement Process.</p> <p>Solution: Forming a stakeholder Committee, with representatives from external agencies and a Technical Committee with representatives from County departments to address issues with the Land Entitlement Process.</p> <p>Results: Twelve major improvement initiatives were identified through this process.</p>	<p>Hsiao-Ching Chen Productivity Manager (213) 974-6559 hchen@planning.lacounty.gov</p>
<p>Centralized Collection Services Treasurer and Tax Collector</p> <p><i>(Department Visit March 30, 2011)</i></p>	<p>Problem: Creating efficient and effective collection processes.</p> <p>Solution: Providing centralized collection service for departments with delinquent accounts receivables to County departments.</p> <p>Results: Collections have increased dramatically. Recently two new departments were added and collections for both have surpassed \$3.3 million.</p>	<p>Sandra Pina Barbee Productivity Manager (213) 974-2108 spbarbee@ttc.lacounty.gov</p>

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New Ways to Deliver Service

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
Detection Dogs Agricultural Commissioner/ Weights and Measures <i>(Department Visit July 13, 2010)</i>	Problem: Detecting pests in unmarked plant materials. Solution: Using highly trained detection dogs in plant inspections. Results: Enhanced customer service by providing better pest inspection and enhancing disease prevention.	Alycia Araya Productivity Manager (626) 575-5454 aaraya@acwm.lacounty.gov
Workload Management Animal Care and Control <i>(Department Visit June 23, 2011)</i>	Problem: Improving workload management to control costs and enhance employee skills. Solution: Developing a program (based on the Sheriff's CARP program) deploying Supervisors and other identified personnel in the field to perform standard animal control tasks. Results: Reduced reliance on overtime, broadened staff skills, improved workload management, and improved response times.	Evelina Villa Productivity Manager (562) 256-1364 evilla@animalcare.lacounty.gov
Puppy Mill Ordinance Animal Care and Control <i>(Department Visit June 23, 2011)</i>	Problem: Protecting dogs in breeding organizations commonly known as "puppy mills." Solution: Working with the appropriate agencies to write and pass a puppy mill ordinance to protect these animals. Results: Improved health and welfare of puppies and elimination of unnecessary suffering.	Evelina Villa Productivity Manager (562) 256-1364 evilla@animalcare.lacounty.gov

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PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Green Initiative Board of Supervisors' Executive Office</p> <p><i>(Department Visit May 25, 2011)</i></p>	<p>Problem: Integrating efficient and sustainable "green" practices into departmental activities and processes.</p> <p>Solution: Implementing a departmentwide program, including a website promoting green practices with interactive activities, involving employees at all levels, developing measures, and tracking progress.</p> <p>Results: Greater employee awareness and participation. This saves energy, money, and generates new suggestions.</p>	<p>Robin Guerrero Productivity Manager (213) 893-2543 rguerrero@bos.lacounty.gov</p>
<p>County Managed Print Services Chief Information Office</p> <p><i>(Department Visit March 23, 2011)</i></p>	<p>Problem: Updating outmoded, and redundant equipment increases printing costs.</p> <p>Solution: Implementing a County managed Print Services (MPS) strategy to reduce costs, and consolidating and establishing policies to keep the printing environment optimal.</p> <p>Results: Organizations using MPS report savings ranging from 10% to 30% or more on printing costs.</p>	<p>Greg Melendez Productivity Manager (213) 253-5628 gmelendez@cio.lacounty.gov</p>
<p>Victim Impact Program District Attorney</p> <p><i>(Productivity and Quality Top Ten Award)</i></p> <p>Video</p>	<p>Problem: Assisting the most vulnerable victims of crime by eliminating re-traumatization which occurs when they are required to retell their stories to multiple prosecutors.</p> <p>Solution: Creating a program of specially trained prosecutors who handle the case from start to finish in an ethical, supportive, and sensitive manner, minimizing trauma to the victim.</p> <p>Results: Improved services and support to victims of crime.</p>	<p>Pamela Booth, Director Program Manager (213) 974-3701 pbooth@da.lacounty.gov</p>

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New Ways to Deliver Service

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>A Redesigned Laboratory Saves Money Health Services/Martin Luther King, Jr. Multi-Service Ambulatory Care Center</p> <p><i>(Productivity and Quality Bronze Eagle Award)</i></p> <p><i>Video</i></p>	<p>Problem: Eliminating the long turnaround times, low satisfaction rates, and delay in patient care caused by reduction of laboratory staff and closure of Martin Luther King Jr./Drew Medical Center.</p> <p>Solution: Standardizing and automating specimen processing through automation, cross-training staff, and result verification.</p> <p>Results: Improved service, satisfaction and patient care, and becoming a centralized laboratory for other Health Services facilities. Estimated cost benefits include \$748,150 in cost savings and \$1,035,612 in revenue.</p>	<p>Michelle Gretz Program Manager (310) 668-8244 mgretz@dhs.lacounty.gov</p>
<p>Implementing California's Section 1115 Waiver Health Services</p> <p><i>(Department Visit November 28, 2011)</i></p>	<p>Problem: Meeting the requirements of California's Section 1115 Waiver to advance Medi-Cal program changes to help make the transition when federal reforms take effect in 2014.</p> <p>Solution: Implementing provisions to expand coverage for uninsured adults and modifying health care delivery systems to improve service. This produces incentive payments which allows DHS to fund continued health care for County residents.</p> <p>Results: Early implementation allows the department to move toward a seamless transition when Medicaid Expansion occurs in 2014.</p>	<p>Gerardo Pinedo Productivity Manager (213) 240-7948 gpinedo@dhs.lacounty.gov</p>

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New Ways to Deliver Service

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Countywide Fitness Challenge Human Resources with Parks and Recreation</p> <p>(Productivity and Quality Top Ten Award)</p> <p>Video</p>	<p>Problem: Employee obesity and diabetes trends led to increasing healthcare costs.</p> <p>Solution: Launching a wellness program for employees and families, combining physical activities at park facilities and local farmers markets, and encouraging employees to get active in their spare time.</p> <p>Results: Healthier employees. During the five month program, 6,441 employees in 773 teams from 36 departments lost a collective 11.4 tons of weight.</p>	<p>Eliza M. Carrillo Program Manager (213) 738-2255 ecarrillo@hr.lacounty.gov</p>
<p>Quality Assurance Program Internal Services Department</p> <p>(Department Visit March 9, 2011)</p>	<p>Problem: Developing and maintaining an excellent Quality Assurance program.</p> <p>Solution: Requiring each ISD division to develop a Quality Assurance Program tailored to its line of business.</p> <p>Results: Improved efficiencies, reduction of rework and callbacks, and improved inter-service cooperation with the department.</p>	<p>Linda Estrada Productivity Manager (323) 267-3111 lestrada@isd.lacounty.gov</p>
<p>Peer Bridger Mental Health</p> <p>(Department Visit February 23, 2011)</p>	<p>Problem: Assisting mental health patients re-integrate into the community upon discharge from a psychiatric hospital.</p> <p>Solution: Assigning a "Peer Advocate" to personally work with the discharged patient to bridge the space between hospital discharge and re-establishing life's activities.</p> <p>Results: The most vulnerable patients are more likely to access support services and successfully re-integrate into the community.</p>	<p>Kumar Menon Productivity Manager (213) 738-4258 kmenon@dmh.lacounty.gov</p>

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New Ways to Deliver Service

PROJECT and DEPARTMENT	PROJECT DESCRIPTION	CONTACT
<p>Section-8 Housing Military and Veterans' Affairs</p> <p><i>(Department Visit June 29, 2011)</i></p>	<p>Problem: Addressing the shortage of vouchers for the County Veteran's Section-8 housing while the number of Veterans in need is increasing.</p> <p>Solution: Approaching HUD to make a case for an increased allotment of vouchers for Section-8 housing for the County of Los Angeles.</p> <p>Results: More Veterans will receive much needed Section-8 Housing Assistance.</p>	<p>Rose Bueta Productivity Manager (213) 744-4821 rbueta@mva.lacounty.gov</p>
<p>Juvenile Hall Discharge Process Probation with Health Services and Mental Health</p> <p><i>(Productivity and Quality Top Ten Award)</i></p> <p><i>Video</i></p>	<p>Problem: Addressing the gap in continuity of care for youth released from juvenile hall.</p> <p>Solution: Assigning a Discharge Coordinator for each youth to ensure they receive all medical, mental health and educational records upon discharge to facilitate access to needed services as they reintegrate into the community.</p> <p>Results: Improved continuity of care for youth released from juvenile hall and reduced recidivism.</p>	<p>Larry Rubin Program Manager (562) 940-2523 larry.rubin@probation.lacounty.gov</p>
<p>Integrated Treatment Model at Camps Probation</p> <p><i>(Department Visit March 24, 2011)</i></p>	<p>Problem: Integrating health and mental health treatment for greater effectiveness.</p> <p>Solution: Creating an "Integrated Treatment Model" at youth camps, focusing on rehabilitation, reduction of recidivism, and community safety.</p> <p>Results: This model will significantly enhance the quality of rehabilitative services provided to juveniles in the camps.</p>	<p>Gina Byrnes Productivity Manager (562) 940-2873 gina.byrnes@probation.lacounty.gov</p>

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<p>Management Succession Planning Public Social Services</p> <p><i>(Department Visit June 16, 2011)</i></p>	<p>Problem: Addressing the succession planning need for a pool of managers who are highly competent, skillfully trained, well-educated, motivated, and success oriented.</p> <p>Solution: Developing a "Leadership Management Program," a certified program for managers. Courses directly respond to manager needs and organizational needs.</p> <p>Results: Succession planning is supported by a pool of highly qualified managers who have participated in the program.</p>	<p>Charles Palmer Program Manager (562) 345-7772 charlespalmer@dpss.lacounty.gov</p>
<p>Effective Public Notification: Cheaper and Better Regional Planning</p> <p><i>(Productivity and Quality Plain Language Award)</i></p>	<p>Problem: Ensuring that the public receives important notifications. Often people do not recognize or understand important public notifications and may even throw them away.</p> <p>Solution: Developing a public notice which presents information in a clear, concise manner on an eye-catching yellow postcard. It allows the public to quickly determine whether the information is important.</p> <p>Results: More effective public notification, resulting in greater compliance and fewer phone calls.</p>	<p>Hsiao-Ching Chen Program Manager (213) 974-6559 hchen@planning.lacounty.gov</p>
<p>Restructuring to Increase Customer Focus Regional Planning</p> <p><i>(Department Visit May 2, 2011)</i></p>	<p>Problem: Restructuring to increase customer focus and streamline processes.</p> <p>Solution: Reorganizing DRP's land use planning services into three geographic service areas to support increased customer focus, facilitate geographic expertise and a one-planner/one-project approach.</p> <p>Results: Greater customer satisfaction and improved efficiencies generate better regional planning in the future.</p>	<p>Hsiao-Ching Chen Productivity Manager (213) 974-6559 hchen@planning.lacounty.gov</p>

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<p>Cadre of Administrative Resource Personnel (CARP) Sheriff</p> <p><i>(Productivity and Quality Gold Eagle Award)</i></p> <p><i>Video</i></p>	<p>Problem: Maintaining main mission services in the face of budget curtailments, manpower shortages and overtime costs.</p> <p>Solution: Developing a staffing model (CARP) to minimize public safety impact and avoid potential layoffs. This model requires administrative and support personnel to adjust their schedules to staff core service vacancies formerly filled by the use of overtime.</p> <p>Results: Cost benefits are estimated at \$28,000,000 annually. Better lines of communication and mutual respect have resulted from executives and middle managers working side by side.</p>	<p>Buddy Goldman, Commander Program Manager (323) 981-5916 bgoldma@lasd.org</p>

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TELLING OUR STORY

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<p>Social Inclusion Campaign Mental Health</p> <p><i>(Department Visit February 23, 2011)</i></p>	<p>Problem: Mitigating the social stigma and discrimination which harms people with mental health issues and damage a person's sense of acceptance and well-being.</p> <p>Solution: Partnering with celebrities to produce <i>Stigma Busting</i> and <i>Public Sector Information Spots</i> which promote acceptance and inclusion of people with mental health issues.</p> <p>Results: A greater awareness of mental health issues, acceptance of those suffering with these issues, and an increased likelihood that sufferers will seek treatment.</p>	<p>Kumar Menon Productivity Manager (213) 738-4258 kmenon@dmh.lacounty.gov</p>
<p>Museum Outreach to the Community Museum of Art</p> <p><i>(Department Visit March 28, 2011)</i></p>	<p>Problem: Expanding and retaining audience with creative programs.</p> <p>Solution: Reaching out to schools through an on-line reading room, traveling classrooms, providing video cameras to students, and continuing education for teachers. Free admission for County residents after five (Free After Five) and a free Tuesday once a month.</p> <p>Results: Enhanced customer service and satisfaction, as well as community involvement in Museum programs.</p>	<p>Ann Rowland Productivity Manager (323) 857-6142 arowland@lacma.org</p>
<p>Branding and Transforming the Museum Museum of Natural History</p> <p><i>(Department Visit - February 16, 2011)</i></p>	<p>Problem: Finding ways to attract and maintain a community audience, while serving their educational and cultural needs.</p> <p>Solution: Transforming the museum with fresh branding promotion, major building improvements, new galleries such as the "Dinosaur Hall," and visitor amenities.</p> <p>Results: Improved customer service and satisfaction.</p>	<p>Leonard Navarro Productivity Manager (213) 763-3545 lnavarro@nhm.org</p>

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<p>Health Awareness Program - High School STD Testing Public Health</p> <p><i>(Productivity and Quality Top Ten Award)</i></p> <p><i>Video</i></p>	<p>Problem: Reaching out to young people who are disproportionately affected by sexually transmitted diseases, but may not seek testing due to lack of knowledge and limited access to testing.</p> <p>Solution: Raising awareness of symptoms, long-term consequences and available health services by implementing confidential testing on-site and treatment program for students. Ensuring compliance with education and health codes and acceptability to students, parents and staff.</p> <p>Results: Most participants chose to get tested and those affected were treated. More importantly, health awareness increased and students reported they were more likely to get tested in the future.</p>	<p>Peter Kerndt, MD, MPH Program Manager (213) 744-3093 pkerndt@ph.lacounty.gov</p>
<p>The Coordinated Agency Recovery Effort (C.A.R.E.) Public Works with Sheriff and Fire</p> <p><i>(Productivity and Quality Top Ten Award)</i></p> <p><i>Video</i></p>	<p>Problem: Preparing for the storm season's mudslides and debris flow after the 2009 Station Fire, the biggest wildfire in the County's history.</p> <p>Solution: Coordinating a proactive outreach campaign using the talents of communications specialists from many agencies to keep officials, residents, and the media apprised of recovery efforts, flood control/debris flow preparations, road closures, and emergency responses.</p> <p>Results: Extensive media coverage of activities throughout the storm season helped save lives and property, and created a new awareness of Public Works, Sheriff and Fire as first responders in a disaster situation.</p>	<p>Bob Spencer Program Manager (626) 458-4070 bspencer@dpw.lacounty.gov</p>

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Power Lunch Superior Court <i>(Productivity and Quality County Image Enhancement Award)</i> <i>Video</i>	Problem: Engaging students in underserved areas in the judicial process. Solution: Implementing the Power Lunch Program which provides an opportunity for students from underserved schools to have lunch with justice system professionals and learn about the system from positive role models. Results: Since 2007, approximately 9000 students have participated in the program which provided meaningful education about the justice system and expanded the career consciousness of the students.	Judge Beverly Reid O'Connell Program Manager (818) 898-2622 boconnell@lasuperiorcourt.org